

80 DEC 1982

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence  
Executive Director

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Directorate of Administration Focus in 1983

In response to your directions, this paper identifies those problem areas (liabilities) in which the Directorate of Administration is vulnerable in meeting its responsibilities or has a shortfall of resources to be responsive to requirements from the other Directorates. It also sets forth those initiatives we plan to take to be more responsive and to increase our productivity and effectiveness.

A. Vulnerabilities and/or shortfalls:

1. The ADP "explosion" will continue to cause sizable expansion and reliance on the Agency's information handling systems. Coupled with this is the need to enhance and/or modernize our administrative systems and achieve interoperability wherever practical. We foresee a shortfall of resources, both personnel and dollars, to meet these demands. Further, as information systems expand, the associated security problems increase with the potential for the opposition to access or technically penetrate our systems.

2. We foresee difficulty in adequately providing facilities, training, and logistical and administrative support to a rapidly expanding and more aggressive Agency over the next three to five years. We are at risk in being able to suitably house and train our people without additional facilities. Improvement in our responsiveness is dependent upon:

- (a) our ability to recruit necessary and qualified personnel,
- (b) improving our administrative information systems, and
- (c) investment and capital investment in our communications and logistical system.

B. Ongoing and proposed initiatives to minimize shortfalls and improve effectiveness:

1. Establish an Early Capability for SAFE and ensure that full system development and operation is obtained by 1985 or 1986.

2. Develop a new Logistics Integrated Management System (LIMS) and an automated Payroll System (ASIS).

3. Enhance existing ADP systems and increase their interoperability with each other and new administrative systems.

4. Establish a comprehensive and reliable computer and information handling security program. This will include an enhanced personnel security awareness program, better physical security, development of appropriate hardware and technical means to eliminate unauthorized access, and development of suitable software and audit techniques to identify attempted penetration of our information handling systems.

5. Pursue a program to design and construct a new building at Headquarters and acquire, as necessary, leased space until the new building is completed.

6. Continue initiatives to improve the working environment and personnel morale by:

- (a) the Agency taking responsibility from GSA for operation and maintenance of buildings,
- (b) placing the operation of the cafeteria up for bid,
- (c) colocating branches of components that are currently scattered throughout the Headquarters building, and
- (d) working with managers to obtain better utilization of space through office landscaping and better office organization.

7. Accomplish the necessary planning and programming for resources to upgrade Agency facilities and utility systems to ensure suitable space for operation and training and an appropriate environment for sensitive equipment such as computers and communications.

8. Continue with the ongoing initiative for recapitalization of our communications and logistical material handling systems.

9. Augment our training capabilities in the areas of analytical, operational, paramilitary, management, and language training.

10. Pursue a program of awareness with all our Directorate of Administration managers on the desirability and need to be responsive, cost-effective, and efficient in our support to other elements of the Agency.

11. Pursue a program for better security awareness by Agency personnel. This program must be directed toward improved discipline which in turn improves security.

12. Develop coordinated disaster and emergency planning to support the Agency's operations during crisis situations.

DDA/JFMcdonald:cn (29 Dec 82)

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